

CERMES Technical Report No 61

# Report of the workshop and validation meeting on the evolution of BARNUFO and its future in fisheries governance

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## TABLE OF CONTENTS

1	Background.....	1
2	Welcome, objectives, expectations and introductions .....	1
2.1	Opening Remarks by President of BARNUFO.....	1
2.2	Background, programme and objectives .....	2
2.3	Participant Introductions and expectations .....	2
3	Reviewing the origins, aims and events of BARNUFO .....	3
4	Factors for success and failure in fisherfolk organisations .....	7
4.1	Factors for success in fisherfolk organisations .....	7
4.2	Factors for success in fisherfolk organisations .....	7
4.3	Factors for failure in fisherfolk organisations .....	9
4.4	Additional discussion points .....	10
5	How can the international small-scale fisheries (SSF) guidelines be of benefit?.....	10
5.1	Brief overview of FAO SSF Guidelines now under development.....	10
6	Any other business .....	13
6.1	Follow-up workshops and meetings.....	13
6.2	Burning issues that need to be addressed.....	13
7	Evaluation summary .....	14
8	Appendices.....	15
	Appendix 1: Participants list .....	15
	Appendix 2: Workshop programme .....	16
	Appendix 3: Case study presentation .....	17

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### Disclaimer

The contents of this report represent the views of the authors and participants, and not necessarily those of the Food and Agriculture Organization of the United Nations that assisted with financial support for the workshops.

## **ACRONYMS/ABBREVIATIONS**

BARFISHCOS	Barbados Fishing Cooperative Society Ltd.
BARNUFO	Barbados National Union of Fisherfolk Organisations
BMT	Barbados Marine Trust
BOFA	Boat Owners and Fisherman Association
BUFFA	Barbados United Fisherfolk Association
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community and Common Market
CERMES	Centre for Resource Management and Environmental Studies
CFRAMP	CARICOM Fisheries Resource Assessment and Management Program
CFTDI	Caribbean Fisheries Training and Development Institute
CNFO	Caribbean Network of Fisherfolk Organisation
COFI	Committee on Fisheries
CPDC	Caribbean Policy Development Centre
CRFM	Caribbean Regional Fisheries Mechanism
FAC	Fisheries Advisory Committee
FAD	Fish Aggregation Devices
FAO	Food and Agriculture Organisation
FFO	Fisherfolk organisation
IDRC	International Development Research Centre
NOAA	National Oceanic and Atmospheric Administration
OECS	Organisation of Eastern Caribbean States
SSF	Small-scale fisheries

## 1 BACKGROUND

The Food and Agriculture Organisation (FAO) of the United Nations is conducting a global study to support the development of the *Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication* (SSF Guidelines). This instrument is being negotiated by FAO member states with the intention to present a final document to the FAO Committee on Fisheries (COFI) in 2014.

In order to implement the SSF Guidelines in ways that support organisations worldwide, FAO is collecting and sharing information on the factors that favour fisherfolk organisation success and failure. The Centre for Resource Management and Environmental Studies (CERMES) at The University of the West Indies Cave Hill Campus and the Barbados National Union of Fisherfolk Organisations (BARNUFO) are jointly conducting the study in Barbados, one of the few sites around the world selected for an in-depth case study on organizations and collective action in small-scale fisheries. As a part of this case study, a workshop was held with members of BARNUFO to examine the history of BARNUFO since its formation in 1999 and look to the future of BARNUFO's role in implementing the SSF Guidelines locally and regionally. FAO provided financial support to undertake the study.

This report is on the proceedings of the workshop held on 12 December 2013 and the validation meeting held on 28 December 2013, both sponsored by FAO and implemented by CERMES and BARNUFO. The workshop proceedings occupy most of the report. Outputs from the validation meeting, including the main findings and recommended actions, are highlighted in boxes.

## 2 WELCOME, OBJECTIVES, EXPECTATIONS AND INTRODUCTIONS

Following participant registration and early refreshments, the workshop had a brief opening. .

### 2.1 Opening Remarks by President of BARNUFO

In her opening remarks, Ms Vernel Nicholls, the President of BARNUFO, welcomed the participants (Appendix 1). She indicated that the workshop was part of a FAO global project looking at in-depth case studies on organisation and collective action in small-scale fisheries. It was linked to the negotiation of the voluntary International Guidelines on Securing Sustainable Small-Scale Fisheries (SSF Guidelines) to be concluded in Rome, Italy, in February 2014, swiftly followed by implementation.



**President of BARNUFO, Ms Vernel Nicholls opening the workshop**

She felt honoured for BARNUFO to be a part of the process and saw it as an opportunity to look at and explore the factors that could cause BARNUFO to succeed or fail. She therefore encouraged everyone's participation, as all inputs would be relevant to the outcome.

She noted that BARNUFO was relevant as the voice of the people within the fishing industry, at the national, regional and international level. BARNUFO should be effective in its representation at the policy level, as the implementation of the SSF Guidelines would have significant impacts on small-scale fisheries stakeholders. In light of this, in addition to the FAO study, she highlighted that the Caribbean Natural Resources Institute (CANARI) in

collaboration with the Caribbean Network of Fisherfolk Organizations (CNFO) were implementing a capacity building project that would strengthen Caribbean fisherfolk to participate in governance.

In concluding, Ms Nicholls expected that BARNUFO would be in a better position to move forward with confidence and assistance from fisherfolk to fulfil its role and responsibility as the national umbrella organisation. Ms Nicholls then handed the workshop over to the facilitator, Dr. Patrick McConney, Senior Lecturer, CERMES.

## **2.2 Background, programme and objectives**

Dr. McConney presented an overview of the workshop programme (Appendix 2) and its objectives (Appendix 3), including the genesis of the workshop. He reiterated that it was part of a larger FAO project to build capacity within Caribbean small-scale fisheries in anticipation of the finalisation of the SSF guidelines, which were currently being negotiated.

He advised that many fisherfolk may not be ready for its implementation when the guidelines are completed in 2014. He then posed the questions of how would local fisherfolk organisations in form their membership of the SSF guidelines, and how would the latter be implemented to assist them in moving forward.

Dr. McConney explained that the afternoon session of the workshop would focus on how the guidelines could be used within the context of Barbados and the Caribbean to strengthen BARNUFO, its primary organisations and the regional CNFO. The government Fisheries Division was also a stakeholder in the process and needed to participate actively in it. He also informed the participants that in the afternoon session their perspectives and input would be needed on the benefits of and capacity to implement sections of the SSF guidelines. The Caribbean needed to provide greater input into finalising the SSF guidelines, and the CNFO had called for at least six CARICOM countries to attend the negotiations in early 2014.

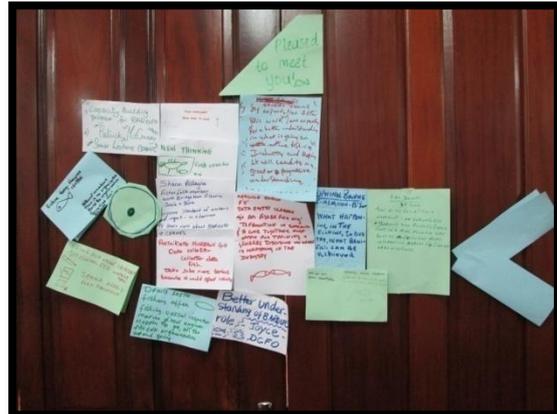
He concluded by advising the participants that outputs from the workshop would be summarised and presented to them at a validation meeting on 28 December 2013, if there was agreement to do this. A final workshop report and case study would then be submitted to FAO.

## **2.3 Participant Introductions and expectations**

Ms Katherine Blackman, Research Assistant, CERMES, led the first workshop exercise, an introductory session to obtain the participants' expectations from the workshop and their role in fisheries. The participants included fish processors, fish handlers, fish scalers/boners, fishermen and members of BARNUFO's past and current executive. Participant expectations are summarised below:

- To better understand what is going on in the fishing industry and hope that it will lead to a greater progressive understanding
- Find out about the workshop and to get the Central Fisherfolk Organisation working again
- To build the organisation and sensitise members
- New thinking
- Improve the standard of workers and encourage them to handle the management of their operations as a business, and to learn more about BARNUFO and CERMES

- To get all fisherfolk organisations “up and going”
- Better understanding of BARNUFO
- For fisherfolk organisations to function in the community and to come together more for training and general discussion on what is happening in the industry
- To learn what is happening in the industry and what benefits can be achieved
- To understand the challenges of the industry and create change for future development
- Hope that BARNUFO will reach the fisherfolk in a more meaningful way, such as extending more information to fishing organisations



Participants created business cards with their roles in the fishing industry and expectations of the workshop

### 3 REVIEWING THE ORIGINS, AIMS AND EVENTS OF BARNUFO

In order to document the evolving capacity of BARNUFO, Ms Bertha Simmons and Ms Nicholls compiled a working table of BARNUFO’s history including its aims and significant milestones. The table was presented to the participants and during this session they were asked to identify any other events and perspectives that were important to them. The exercise also gave participants who were not familiar with BARNUFO’s history an opportunity to learn more about the organisation and ways in which they could participate. Tables 1 and 2 set out the finished product divided into the governance timeline and the activities timeline.

Table 1: Timeline of BARNUFO’s governance 1995-2013

Period	BARNUFO governance
1995 to 1999	<ul style="list-style-type: none"> <li>• Fisherfolk Organisation Development Project (FODP) funded by Commonwealth Fund for Technical Cooperation (CFTC) with Adviser from Sri Lanka initiated in May 1997</li> <li>• Some fisherfolk organisations existed prior to FODP such as Oistins, Weston, Pelican, Sand Pit, BARFISHCOS and BUFFA. Others such as Speightstown were formed during the FODP.</li> <li>• Primary organisations discuss secondary organisation and start drafting a constitution</li> <li>• Barbados Coordinating Council of Fisherfolk Organisations (BCCFO) formed as interim, steering committee, stage towards establishing BARNUFO</li> <li>• Following the inaugural general meeting on 10 March 1999 to complete the transition from BCCFO, BARNUFO was administratively registered with the Fisheries Division on 25 March 1999</li> <li>• There were 13 primary fisherfolk organisations registered on paper plus one secondary body</li> <li>• A woman from a fishing family, but with main activity in small-scale aquaculture, was elected to be the first President of BARNUFO</li> </ul>
2000 to 2004	<ul style="list-style-type: none"> <li>• Fisheries Division allocated an area in its building to create office space for BARNUFO</li> <li>• BARNUFO allocated membership on the FAC through amendment to the Fisheries Act in 2000</li> <li>• From 2001, and still on-going, BARNUFO develops linkages with organisations such as CZMU, CFRAMP then CRFM, IDRC, OECS, BMT, UWI among others to access grants, technical assistance, capacity building; but this is still mainly by the organisations approaching BARNUFO</li> <li>• Start of BBD\$50,000 annual government subvention to BARNUFO proposed by the Fisheries Division and placed within its estimates of expenditure</li> <li>• Subvention to facilitate BARNUFO having a part-time paid manager is not used for that purpose</li> </ul>

<b>Period</b>	<b>BARNUFO governance</b>
	<ul style="list-style-type: none"> <li>• BARNUFO Strategic Plan 2002-2006 was crafted in a participatory workshop not fully implemented</li> <li>• Action plan drafted and task force met in 2002 to reconsider BARNUFO's mandate and functions due to low capacity and weak performance of primary organisations; SWOT analysis conducted and several amendments to the constitution were proposed to change membership structure and the Board</li> <li>• Proposed constitutional amendments were not decided on at the 2002 AGM and were later shelved</li> </ul>
<b>2005 to 2009</b>	<ul style="list-style-type: none"> <li>• Adoption on 12 July 2006 of amendments to the constitution that were formulated in 2002 but there was no follow-up to implement the changes and later boards did not realise changes had been made</li> <li>• A man involved in the small boat harvest sector was elected as President</li> <li>• BARNUFO included among the NFOs in the CARICOM region to form the Caribbean Network of Fisherfolk Organisations (CNFO) and later selected to be on its coordinating unit</li> </ul>
<b>2010 to 2013</b>	<ul style="list-style-type: none"> <li>• Further suggestions made for changes to the constitution without implementing 2006 amendments</li> <li>• A woman involved in postharvest as a fish vendor/small processor was elected as President</li> <li>• In the absence of a strategic plan, attempts were made to implement and monitor a few 90-day action plans with responsibilities allocated to Board members to lead action but this was soon abandoned</li> <li>• President of BARNUFO successfully completes a university certificate course in NGO Management</li> </ul>
<b>Future</b>	<ul style="list-style-type: none"> <li>• Past and present leaders are keen on BARNUFO playing a key role in the development of the CNFO at the tertiary/regional level but recognise that the primary organisations must also be strengthened</li> </ul>

**Table 2: Timeline of BARNUFO's activities and external events 1995-2013**

<b>Period</b>	<b>Locus</b>	<b>BARNUFO activities and select external events</b>
<b>1995 to 1999</b>	<b>External</b>	<ul style="list-style-type: none"> <li>• Fisheries Division emphasises co-management via FAC and FODP</li> <li>• First Fisheries Management Plan 1997-2000 crafted largely by FAC</li> <li>• Southern Caribbean Jul-Oct 1999 fish kill impacts Barbados severely</li> <li>• Sea moss farm started at Conset Bay by BARNUFO's first President</li> <li>• Fisheries Division moves into a new and improved building</li> <li>• CFRAMP activities implemented regionally to develop fisherfolk organisations</li> </ul>
	<b>BARNUFO</b>	<ul style="list-style-type: none"> <li>• FODP strategy was for BARNUFO to focus mainly on activities for revenue</li> <li>• Early planning of BARNUFO activities superseded by 1999 fish kill crisis</li> <li>• Presents a proposal to government to compensate 464 fisherfolk impacted by the 1999 fish kill and membership swells by conditions attached</li> <li>• Leadership acknowledges the need for a 5-year strategic plan</li> </ul>
<b>2000 to 2004</b>	<b>External</b>	<ul style="list-style-type: none"> <li>• Barbados initiates boundary arbitration with Trinidad and Tobago in 2004</li> <li>• CARICOM Heads of Government initiate fisheries policy and regime in 2003</li> <li>• ID cards formally given out to fishermen as a result of the 1999 fish kill event</li> <li>• BARFISHCOS starts commercial activity (i.e. selling diesel and tackle)</li> <li>• Weston Fisherfolk Association initiates and implements community projects</li> <li>• Oistins co-management project carried out by association and a consultant</li> <li>• Barbados Marine Trust Reef Ball Project launched</li> <li>• CRFM undertakes regional fisherfolk organisation needs assessment</li> </ul>

	<b>BARNUFO</b>	<ul style="list-style-type: none"> <li>• Arranged fish kill compensation with Ministry of Agriculture and assisted in administering compensation in 2000; gets BARNUFO recognised by industry</li> <li>• People given the incentive to join a fisherfolk organisation in order to be eligible to receive compensation, but afterwards abandon the organisations</li> <li>• Participated in national discussion on the decline of the sea urchin fishery, and recommends that the fishery remains closed after 2001 overharvest</li> <li>• Through the Fisheries Division a person attended a course at the CFTDI in Trinidad</li> <li>• President of BARNUFO was appointed as a member of the FAC representing the voice of fisherfolk organisations in policy advice to the Minister</li> <li>• Second Fisheries Management Plan 2001-2003 crafted largely by CFO and BARNUFO via an IDRC-funded project with many landing site consultations</li> <li>• Part of the brief one-off externally-driven regional project: “Strengthening the Institutional Capital of Fisherfolk communities in the Caribbean”</li> <li>• Invited to Tortola to share experiences with other fisherfolk organisations</li> <li>• Recommends to government revisions to the Fisheries Management Plan</li> <li>• Assists low capacity primary organisations with administration tasks</li> <li>• Holds meetings island-wide to revive or maintain interest in organisations</li> <li>• Attends regional meetings and training e.g. in Belize for capacity building</li> </ul>
	<b>External</b>	<ul style="list-style-type: none"> <li>• No Fisheries Management Plan publicly available since 2004-2006</li> <li>• Barbados/Trinidad LOS arbitration ruling and award issued on 11 April 2006</li> <li>• Regional fisheries management plan for flyingfish drafted through FAO-CRFM process</li> </ul>
<b>2005 to 2009</b>	<b>BARNUFO</b>	<ul style="list-style-type: none"> <li>• President included in Barbados government LOS arbitration team</li> <li>• Board formulates 90-day action plans with CERMES assistance</li> <li>• Participated in Agrofest agricultural exhibition to encourage fisherfolk in product development; used the event to sell newly branded fish products</li> <li>• Targeted schools during Agrofest to teach them about the different types of fish that are caught and sold locally</li> <li>• Interfaced with primary and secondary schools in various outreach activities throughout Fisherman’s Week annually, provided assistance for School-Based Assessments (SBAs) and participated in schools’ Career Showcases</li> <li>• Two female Presidents attended training in “Women’s leadership in fisherfolk organizations” at the Coady institute in Canada, 2005</li> <li>• Held award ceremonies in an effort to recognise the contribution of fisherfolk</li> <li>• Negotiated with Fisheries Division and Markets Division for repairs and improvements at landing sites and markets e.g. at Martins Bay and Weston</li> <li>• In 2006, provided pre-cricket World Cup training in fish handling for food service to ~200 persons in the industry</li> <li>• Participation in several CRFM regional workshops for fisherfolk organisations</li> <li>• Instrumental in relief efforts from hurricanes that affected Grenada and St. Lucia</li> <li>• With assistance from NOAA, BARNUFO was represented at a workshop on hurricane preparedness for boats</li> <li>• In 2009, BARNUFO visited landing sites around the island to encourage the re-organisation of fisherfolk organisations.</li> <li>• Findings from BARNUFO site visits were submitted to the Fisheries Division</li> <li>• In 2009, fishermen attended a CNFO regional fisheries exchange workshop in Grenada to work on the use of responsible fishing gear within the industry</li> </ul>

<b>2010 to 2013</b>	<b>External</b>	<ul style="list-style-type: none"> <li>• Conclusion of negotiations on the CARICOM Regional Fisheries Policy leaving the critical operational aspects, deemed the Regime, to further negotiations through protocols</li> <li>• CRFM Ministerial sub-committee for flyingfish formed and raises hopes of regional plans for management and fisheries access being implemented</li> <li>• CANARI, CRFM, UWI, Panos Caribbean, TNC, FAO and other agencies lead projects aimed at strengthening fisherfolk organisations regionally and nationally including more interaction with marine protected areas and marine spatial planning</li> <li>• The Boat Owners and Fishers Association (BOFA) was formed in 2011 as a national fisherfolk organisation with individual, not organisational, members</li> <li>• FAO global project on fisherfolk organisations in support of the SSF Guidelines</li> </ul>
	<b>BARNUFO</b>	<ul style="list-style-type: none"> <li>• Sets up a webpage in 2012 to get information to fisherfolk, including updates on activities</li> <li>• Developed a Facebook page as another medium to get information to fisherfolk</li> <li>• President of BARNUFO partners with CERMES for a study on gender in fisheries. The results were presented at UWI and at the Gulf and Caribbean Fisheries Institute conference</li> <li>• In 2010, BARNUFO in collaboration with Morgan’s Fish House assisted with the relief effort to St. Lucia and St. Vincent after hurricane Tomas</li> <li>• In 2011, members of BARNUFO visited Tobago to participate in discussions to resolve allegations that Barbadian fishers were destroying Tobagonian FADs</li> <li>• In 2010, the BARNUFO Secretary was sent to Nova Scotia for training in “Women’s leadership in fisherfolk organisations”</li> <li>• Developed and unveiled a sign for BARNUFO at the entrance to the Fisheries Division</li> <li>• Part of a delegation to Newfoundland, Canada, to look at a model for certification and professionalization in the fishing industry</li> <li>• Attended a number of local and regional workshops and partnered with local and regional organisations to build capacity. Training included financial management, small business management, navigation and safety at sea, and an introduction to Microsoft software</li> <li>• Invited to be a member of CNFO coordinating unit</li> <li>• Attended a CNFO workshop on Ecosystem-based management and Ecosystem Approach to Fisheries in 2010</li> <li>• Partner in the UWI national workshop on the Code of Conduct for Responsible Fisheries</li> <li>• Participated with the Ministry of Transport in activities such as career showcases and with other agencies in conducting ‘hands on’ training on fish boning</li> <li>• BARNUFO invited BOFA to participate in meetings, including the SSF guidelines meeting held in Jamaica, in an effort to strengthen the relationship and be inclusive</li> <li>• Attended a workshop with the Caribbean Policy Development Centre (CPDC) that focused on fisherfolk activities and challenges encountered. Afterwards, BARNUFO was invited to become a member of the CPDC</li> <li>• President of BARNUFO successfully completed a course at UWI in NGO management to improve her leadership skills.</li> <li>• Attended a CANARI/EU training workshop on writing project proposals. The President of BARNUFO developed a project that was sent to FAO and it was accepted. Follow-up is due</li> <li>• In 2010, the Secretary of BARNUFO worked with the St. James Independence Committee</li> <li>• Prepared a display for children on how to bone fish and about the history of the flying fish</li> <li>• President of BARNUFO visited Ireland along with coordinator of the CNFO to participate in a Climate change, nutrition and hunger conference with travel sponsored by CANARI</li> <li>• Actively participated in discussions with the Energy Division on the introduction of ultra low sulphur diesel to the island. As a result, the Energy Division invited BARNUFO to be a part of the media launch</li> </ul>

**Validation:** BARNUFO’s timeline was discussed in four periods, each with a provocative interpretative sub-title: 1995-1999 (off to a shaky or sound start?), 2000-2004 (fast and furious, going where?), 2005-2009 (slowing down, taking it easier?) and 2010-2013 (second wind, or winding down?). Participants generally agreed with the information and interpretation. Some corrections were made (e.g. BOFA formed in 2011, not 2009).

#### 4 FACTORS FOR SUCCESS AND FAILURE IN FISHERFOLK ORGANISATIONS

An overview of factors that favour successful fisherfolk organisations and those that could lead to their failure was presented to participants. Key factors centred on leadership, financial planning, loyalty of members and succession planning. Based on consultations with fisherfolk from around the region at the Jamaica and Guyana workshops, participants were provided with lists of factors for success and failure and asked to vote for their top five of each. The results of the “dotmocracy” (Tables 3 and 4) and the discussion are below.



**Dotmocracy exercise - Participants voting to rank and prioritise success and failure factors**

#### 4.2 Factors for success in fisherfolk organisations

Table 3 outlines the votes for the factors of success in fisherfolk organisations, of which “Effective and committed organisation leadership” was seen as the most important.

**Table 3: Voting results of factors that favour success in fisherfolk organisations**

Factors for SUCCESS	Your vote
Effective and committed organisation leadership	22
Transparency and accountability in all organisation finances	19
Decisions are followed up on and feedback given to members	15
High levels of trust and respect among leaders and members	13
Focused and strategic decision-making with good planning	12
Effective communication within and among organisations	6
Member benefits and incentives are real and tangible	4
Government departments genuinely want to help fisheries	3
Effective representation of members in collective action	3
Members share real urgent needs; not just “wanting unity”	3

- Transparency and accountability in all organisation finances (Votes: 19)

BARFISHCOS was an example that illustrated the need for transparency and accountability. This once strong cooperative was weakened after members did not receive the expected financial reports. The management of money needed to be transparent or it would lead to contention. It was recommended that the organisation share its financial statement with its members on a quarterly basis for checks and balances, in addition to the annual general meeting audited financial reports. Transparency clauses should be included in the constitution.

- High levels of trust and respect among leaders and members (Votes: 13)

Respect was seen as foremost important, as trust takes time to be established. Trust has to be earned. Respecting a person and their position does not mean you trust that person. From another perspective, it was stated that when running an organisation, trust is vital for interactions to be effective. Trust and respect should go together.

- Government departments genuinely want to help fisheries (Votes: 3)

Despite fisheries being a multi-million dollar business, the fishing sector was not getting the deserved respect and the government was focusing more on agriculture and tourism. Fisherfolk play a key role as part of the tourism product offered and the fishing industry is bigger than what is perceived when all the interactions are taken into account.

The Fisheries Division should not be seen solely as an administrative body, but also as an agency that helps to shape policies and influence the fishing industry. While the Fisheries Division has embraced BARNUFO in its capacity building efforts and it is important for the Division to work with FFOs for successful outcomes, fisheries officers warned against fisherfolk being too dependent on the Fisheries Division.

Fisherfolk should be aware of the role the Fisheries Division plays in the industry, so that the expectations of the agency are realistic. The sentiment was extended to include all government agencies that have responsibilities for fisheries.

- Effective and committed organisation leadership (Votes: 22)

A good leader should have passion and be dedicated, so that when the challenges arise, they would continue within the position as opposed to quitting. Furthermore an effective leader, acting as an example through their commitment and level of success, would encourage other fisherfolk to join the organisation. It was further stated that a good leader was one who could take you where you should go versus where you want to go.

Participants also discussed the lack of commitment by some executive members on boards/organisations. Suggested reasons included persons wanting the leadership role but being unable to lead effectively; and participation on boards/organisations being based on friendship rather than committed and suitably qualified members.

- Members share real urgent needs; not just “wanting unity” (Votes: 3)

An organisation was doomed to failure or would not last very long, if there was no unity as there would be poor communication, an inability to look after the interest of others and dissatisfaction among members.

Fisherfolk need a driving factor. Reference was made to the fish kill incident which was an urgent need that did not last very long. While a sustainable flow of urgent needs might keep fisherfolk together, sometimes the urgent needs of fisherfolk cannot be addressed by their organisation, despite the best intentions. This could lead to frustration to those in need.

### 4.3 Factors for failure in fisherfolk organisations

Table 4 outlines the votes for the factors of failure in fisherfolk organisations, of which “Members choose leaders poorly with no clear selection criteria” was seen as the most important.

**Table 4: Voting results of factors that favour failure in fisherfolk organisations**

<b>Factors for FAILURE</b>	<b>Your vote</b>
Members choose leaders poorly with no clear selection criteria	22
Diversity of membership pulls the organisation apart due to conflict	15
Cliques and factions hinder collective decisions and action	15
Use of positions in organisation primarily as means of power	12
Poor succession planning to prepare leaders, use talent	11
Poor administrative procedures cause confusion and frustration	10
Organisations do not seek to network to build capacity	5
Organisation gets run like the private business of the leader	4
Insufficient funding and poor financial management	4
Low capacity; cannot effectively delegate tasks to members	2

- Poor succession planning to prepare leaders, use talent (Votes: 11)

Sometimes, within an organisation, a very heavy workload is put onto one person. If that person is doing all of the work, this can result in burn out. Poor succession planning is also an issue because sometimes people do not want to relinquish their positions and many times there are no nominations. Therefore, as part of the election process, if there are no candidates for the positions, the current persons are allowed to continue in their roles.

Organisation executive members need to be changed regularly to avoid the leadership from becoming static. There should be selection criteria to avoid those situations when friends are nominated versus individuals who are committed, sometimes resulting in the former being unable to meet expectations or obligations.

The 2006 BARNUFO constitutional amendment allowed for a wider membership, i.e. the inclusion of associate members, who would help to move the industry forward. However while the constitutional clauses and strategy were approved, they were not executed.

- Cliques and factions hinder collective decisions and action (Votes: 15)

Cliques and factions are sometimes formed within organisations due to shared characteristics, i.e. boat owners or fishers. However diversity within any organisation can cause disruption when interests and agendas are too diverse and overshadow shared interests for action.

In other cases when cliques are based on friendships, there is always one person who is influential. To manage the clique, the person of influence should be incorporated into the organisations’ activities to assimilate the faction.

It was further indicated that there are cliques that develop the community, destroy it or spread propaganda. The latter two already have their own mindset, despite any efforts to include them.

#### 4.4 Additional discussion points

Additional contributions to the open discussion were mainly centred on two issues: the election and effectiveness of an organisation's executive, and education. With respect to electing an effective executive, sometimes members have no knowledge of the nominees up for election. Once elected, the executive may be ill equipped to the effectively carry out their roles because there is a lack of capacity building activities for them. The executive and fisherfolk, as a whole, must have the will and take the initiative to learn. Political bias was also raised as another issue that could influence the direction of an organisation.

In terms of education, participants were advised that BARNUFO organises training for all persons working in the fishing industry. Typically training is delivered between September and November, during the off-season, and is tailored to the wants and needs of fisherfolk.

Another issue discussed was the lack of information on fisheries in the education system. As a result when persons start working in the industry, they do not have sufficient information. In addition, it was pointed out that despite the fishing industry being the oldest in existence, the focus was more on tourism.

***Validation:** The factors of success and failure were reviewed. Factors focused on quality of persons, processes, externalities, and also on the organisation and its mode of operation. Participants agreed with factors of success and failure and no further comments were added. There was agreement on specific follow-up actions proposed based primarily on the 2002 strategic plan and 2006 constitutional amendments:*

- 1. Categorise BARNUFO membership (e.g. full membership, associate, affiliate, sponsor) and identify possible target groups (membership drive/recruitment strategy). Administrative and financial procedures are to be established.*
- 2. Develop a Terms of Reference (TOR) for each position on the board of directors and the nomination process. The inclusion of a project officer and a membership officer should be included.*
- 3. Update and implement the 2002-2006 Strategic Plan for BARNUFO and test its effectiveness.*
- 4. Build on the success of BARNUFO though investing heavily in good and committed leadership (leadership institute), mainstreaming gender; promote fisheries as a science and networking as an effective way to develop capacity – use of internet communication.*
- 5. Overcome challenges by reviewing incoming talent, improve record keeping to address information gaps and developing financial/business plans.*

## 5 HOW CAN THE INTERNATIONAL SMALL-SCALE FISHERIES (SSF) GUIDELINES BE OF BENEFIT?

The SSF Guidelines were introduced and discussed in terms of benefits and capacity.

### 5.1 Brief overview of FAO SSF Guidelines now under development

During the afternoon session, Dr. McConney gave a brief overview of the SSF Guidelines (Appendix 3 and additional printed hand-outs) that were sectioned into three parts:

1. Introduction
2. Responsible fisheries and sustainable development

### 3. Ensuring an enabling environment and supporting implementation

#### Introduction

The participants were advised that the guidelines were voluntary like the FAO Code of Conduct for Responsible Fisheries (CCRF). The CCRF had been developed at the local level by the Conset Bay fishing community in St. John, and also at a national level through its incorporation in the Barbados Fisheries Management plan. The SSF Guidelines do not stand alone but cross-link with existing instruments, like the CCRF, to address issues related to human rights and poverty alleviation. It is a powerful document that works in tandem with other instruments, but with a specific focus on small-scale fisheries.

#### Responsible fisheries and sustainable development

- *Governance of tenure and resource management*: Governance of tenure focuses on the right of access in the industry to fish. In some countries fisherfolk have already implemented this component of the SSF to gain access rights to fish zones. In Barbados, fisherfolk could implement the code to maintain existing haul up sites, which are being lost to beach development. With respect to resource management, the guidelines address issues like dynamiting and catching of juvenile fish.
- *Social development, employment and decent work*: In other countries the working conditions on fishing vessels was really poor. For example, in Nicaragua, divers were dying from the bends and other diving related accidents, due to improper dive gear and poor working conditions. This had led to the community having to carry a heavy burden of care for a high number of physically challenged persons.
- *Value chains, post-harvest and trade*: This component focuses on the value attached to fish from the time they are caught to when they land on the table for consumption. With regards to post-harvest, women are mainly involved in this sector. In trading local fisherfolk should be competitive and not be affected by imported fish.
- *Gender equality*: During negotiations, the Arabic countries had issues with women having equal rights. However this is an important component in ensuring that women are acknowledged for their contribution in the fishing industry and that their role is respected.
- *Disaster risks and climate change*: The experts have predicted that extreme events such as hurricanes and droughts are expected to get worse. This would have serious implications for fisherfolk whose livelihoods are directly connected to an already vulnerable coast. The participants acknowledged that this component had a direct impact on them.

#### Ensuring an enabling environment and supporting implementation

- *Policy coherence, institutional coordination and collaboration*: Existing fisheries guidelines should work in tandem with other sectors and a mechanism was needed to ensure that there is no conflict among agreements that are signed.
- *Information, research and communication*: It was agreed that information, research and dissemination of outputs was needed to make fisheries better.
- *Capacity development*: This component does not focus only on training, but also on finances and the ability to network. In the case of BARNUFO, regardless of the potential size of its membership, it cannot meet all of the wants and needs of fisherfolk in isolation. Partnerships, including those at regional and international levels, and having a world view are important elements for capacity development.
- *Implementation support, monitoring and evaluation*

On concluding the overview of the SSF guidelines, Dr. McConney requested the participants' input to help to determine the benefits BARNUFO may accrue by taking the lead in implementing the guidelines and what capacity development needs were required for action. The outputs from this exercise are summarised below in Table 5.

**Table 5: Perspectives on how BARNUFO and its members can benefit and the capacity required to lead implementation of the FAO SSF guidelines**

<b>Sections of draft SSF Guidelines</b>	<b>Benefits that BARNUFO may expect to get from leading</b>	<b>Capacity development required for BARNUFO to take the lead</b>
<b>PART 1: INTRODUCTION</b>		
1. Objectives	Connect BARNUFO's objective to the SSF guidelines	Ensure objectives are understood by the fishery industry
2. Nature and scope	Adapt SSF guidelines to national context	Workshops and sensitisation video to be promote guidelines
3. Guiding principles	Should consider including these principles into the Fisheries Management Plan	Conduct meetings with fisherfolk to discuss specific fisheries and to develop relevant projects, once Fisheries Management Plan is finalised
4. Relationship with other international instruments	See 1, 2, 3	See 1, 2, 3
<b>PART 2: RESPONSIBLE FISHERIES AND SUSTAINABLE DEVELOPMENT</b>		
5. Governance of tenure and resource management	Help fisheries to become less marginalised	BARNUFO needs knowledge on tenure rights at the different sites to better represent fisherfolk Assistance in developing public awareness strategies to the raise awareness of the industry for effective resource management
6. Social development, employment and decent work	Advocate for more funds to been spent on fisheries related issues	Data availability and accessibility. Research needed and outputs presented to show how the fishery industry has developed over the years and to raise awareness of its importance Present in social or written media stories of successful young fishers to act as beacon for others
7. Value chains, post-harvest and trade	Adapt and adopt policies and procedures outlined in the guidelines	Advocate for continued fish handling training, more storage facilities, marketing of products and matching supply and demand
8. Gender equality	Promotion of gender mainstreaming	Understand what gender mainstreaming means
9. Disaster risks and climate change	Integration of disaster risk management and climate change adaptation	Conduct necessary workshops and utilise other resources to help bring awareness on disaster risk management
<b>PART 3: ENSURING AN ENABLING ENVIRONMENT AND SUPPORTING IMPLEMENTATION</b>		
10. Policy coherence, institutional coordination and collaboration	Serve to strengthen BARNUFO's communication	Improve existing website Use IT tools to get the information out to more fisherfolk
11. Information, research and communication	Serve to strengthen BARNUFO's communication	Improve existing website Use IT tools to get the information out to more fisherfolk
12. Capacity development	Build BARNUFO's capacity with respect to effective NGO management	Workshop on managing boards
13. Implementation support, monitoring and evaluation	Assists learning	Systems need to be put in place

**Validation:** *Reviewing the main elements of the SSF Guidelines was a challenging task for participants unfamiliar with the content. Participants agreed with the integration of the SSF guidelines into future fisheries management plans, and the need to implement meaningful projects/activities on tenure, value chains and gender. They also agreed that the State generally, but the Ministry of Agriculture and Fisheries Division in particular, must ensure an enabling environment to support the implementation of the SSF Guidelines. Participants appeared satisfied with the implementation activities and no further comments were made.*

## **6 ANY OTHER BUSINESS**

### **6.1 Follow-up workshops and meetings**

Participants were further informed about a fisherfolk capacity building project being implemented by the Caribbean Natural Resources Institute (CANARI), in partnership with the CERMES and Panos Caribbean in association with the CNFO and the Caribbean Regional Fisheries Mechanism (CFRM) and funded by the European Union under its EuropeAid programme. A second workshop would be held in January 2014 focusing on issues related to fisheries policy.

The research workshop participants agreed to attend the validation meeting on the 28 December 2013 to confirm the outputs and learn of BARNUFO's plans for 2014. Permission was granted for both activities to be held at the Fisheries Division.

### **6.2 Burning issues that need to be addressed.**

Participants shared problems and concerns that were significantly impacting them. These issues and the feedback are summarised below.

- Acquire adequate infrastructure for refrigeration of fish. Fish are being dumped due to poor storage. In some instances, when BICO's storage facility was used, fisherfolk lost their fish because the storage bill was too high for them to pay it.
- Finalise all fishing agreements e.g. CARICOM Common Fisheries Policy
- Change seafood standards to access to the EU market
- Build capacity on climate change preparedness
- Enhance fisherfolk education on fishing cooperatives
- Improve communication in all areas and at all levels
- Sensitise fisherfolk on existing policies, including the CARICOM Fisheries Policy
- Amend slaughtering act to incorporate fisheries, as it currently focuses more on poultry. Utilise the National Agricultural Health and Food Control Programme (NAHFPC) to deal with fish inspection
- Need more information on regional fisheries management plan e.g. flying fish
- Raise status of fishers/fishing industry in the country



**Participants discussed burning fisheries issues at the end of the workshop**

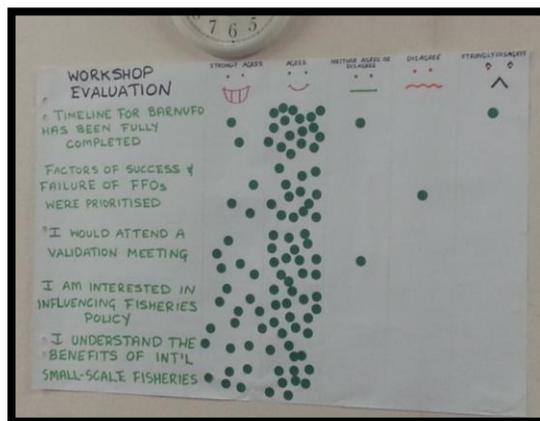
**Validation:** While the issues identified on 12 December were not specifically addressed, Ms Nicholls informed validation meeting participants of BARNUFO's plans for 2014 such as:

- Update the disaster risk management plan currently in place
- Improve insurance services – for fishing vessels, NIS, medical
- Emergency fund – so fisherfolk can have access to funds for losses at sea etc.
- Discussion with government on effective policies
- Fisherfolk's Week with a difference – look for ways to support each others events
- Training – continue with this
- Membership database to be created
- Liaise with regional institutions to train fisherfolk and work closely with CERMES
- Conduct research on issues that will facilitate the expansion of the industry

## 7 EVALUATION SUMMARY

The workshop concluded using a participatory approach to evaluation. Participants were asked to indicate their level of satisfaction with the workshop, in five areas, using dots. The results are as follows:

1. Timeline for BARNUFO has been fully completed
  - 17/20 participants stated that they strongly agreed/agreed
2. Factors for success and failure of fisherfolk organisations were prioritised
  - 17/ 18 participants strongly agreed/agreed
3. I would attend a validation meeting
  - 20/21 participants strongly agreed/agreed
4. I am interested in influencing fisheries policy
  - 22/22 i.e. all participants strongly agreed/agreed that they were interested
5. I understand the benefits of international small-scale fisheries
  - 21/22 i.e. all participants strongly agreed/agreed



**“Workshop evaluation”**

Based upon the above feedback the participants appeared satisfied with their experience.

## 8 APPENDICES

### Appendix 1: Participants list

Name	Address /Affiliation	Phone	E-mail
Sharon Alleyne	-	438 7131, 841 9561	-
Kurt Baynes	#43 Amity Lodge, Ch. Ch.	261-8512	kurtlbaynes@gmail.com
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Ophinal Bourne	-	424 0117	-
Shelly-Ann Cox	CERMES	823-3587	shellyann_cox@yahoo.com
Mercille Earle	Fisheries Division	426 5973	-
Charles Harewood	Oistins	234 2267	-
Jemma Harris	Godding Rd, Station Hill, St. Michael	429 9267, 258 9880	-
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Stephen Willoughby	Fisheries Division	426-3745	-
Velma Worrell	Headley land, Deacon's Rd, St. Michael	828 9929	-
Shirley Young	Inch Marlow, Ch. Ch.	420-7416, 253 1948	sky251@live.com
Eulene Young-Haynes	Holder's Hill, St. James, Paynes Bay	244-4811, 259 8538	-

## Appendix 2: Workshop programme

# Workshop on the evolution of BARNUFO and its future in fisheries governance

Fisheries Division, Bridgetown, 12 December 2013

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Time	Agenda item
0830	Registration, refreshments and document distribution for punctual start <ul style="list-style-type: none"><li>• Recording who is present; liquid refreshments and socializing</li><li>• Distribution of workshop documents; show short fisheries films</li></ul>
0900	Welcome, objectives, expectations and introductions <ul style="list-style-type: none"><li>• Welcome by Vernel Nicholls, President, BARNUFO</li><li>• Objectives by Patrick McConney, Senior Lecturer, CERMES</li><li>• Expectations of participants...what you want from the workshop</li><li>• Introductions so everyone knows each other and their role in fisheries</li></ul>
0930	Reviewing the origins, aims and events of BARNUFO <ul style="list-style-type: none"><li>• Origin of BARNUFO and a timeline of its evolution to the present</li><li>• Participants fill in more events and perspectives important to them</li><li>• Critical examination of BARNUFO's evolution from origin to present</li></ul>
1030	Break (refreshments served on-site)
1100	Factors for success and failure in fisherfolk organisations <ul style="list-style-type: none"><li>• What factors have or could favour successful fisherfolk organisations?</li><li>• What factors have or could favour failure of fisherfolk organisations?</li><li>• Lessons learned from BARNUFO that can apply to other organisations</li></ul>
1200	Lunch (catered meal served on-site)
1300	How can the international small-scale fisheries (SSF) guidelines be of benefit? <ul style="list-style-type: none"><li>• Brief review of the FAO SSF guidelines now under development</li><li>• Perspectives on how BARNUFO and its members can benefit from it</li><li>• Capacity that BARNUFO will need to develop to lead implementation</li></ul>
1400	Any other business (fisheries policies and issues) <ul style="list-style-type: none"><li>• Any matters concerning fisheries policies and issues not yet discussed</li><li>• Any announcements from BARNUFO generally or for persons present</li></ul>
1445	Wrap-up and next steps <ul style="list-style-type: none"><li>• Summary of the day's achievements by organisers and participants</li><li>• Informal evaluation of what objectives and expectations were met</li><li>• Organisers and participants outline steps to build on the workshop</li></ul>
1500	Close and refreshments (liquid refreshments served on-site and socialising)

## Appendix 3: Case study presentation



In-depth case study on organizations and collective action in small-scale fisheries: the evolution of BARNUFO in Barbados and its future in fisheries governance CERMES and BARNUFO, sponsored by FAO

### Background and big picture

- + FAO Code of Conduct for Responsible Fisheries (the Code)
- + International Guidelines for Securing Sustainable Small-scale Fisheries (SSF Guidelines)
- + Capacity development strategy for fisherfolk organizations in support of implementing the SSF Guidelines
- + Find out more about fisherfolk organizations and what may cause them to fail or succeed (case studies like BARNUFO)
- + Implement the SSF Guidelines strategy based on our learning

### Workshop programme & 5 objectives

- + Welcome, objectives, expectations and introductions
- 1. Reviewing the origins, aims and events of BARNUFO
- 2. Factors for success and failure in fisherfolk organisations
- 3. How can the international small-scale fisheries (SSF) guidelines be of benefit?
- 4. Any other business (fisheries policies and issues)?
- 5. Wrap-up and next steps (keep up the momentum)



Who are you? **Introductions**  
Your **expectations**: what will you try to achieve by the end of this workshop?

Understand what makes fisherfolk organisations tend to fail or succeed



**Nebucanezzar**  
Fisherman  
(mek nuff \$)

### Some ground rules

Ground rules are intended to make sure the session is efficient and pleasant so we all work together to achieve the objective

- + Stick to the facts; minimal personal interpretation or opinion
- + Do not attack; focus on events, not who was or was not doing
- + Keep it short and to the point; everyone has a chance to talk
- + One person speaks at a time; everyone has a chance to listen
- + No side or snide remarks; everyone's mothers taught us better

## Origins, aims, events of BARNUFO

- + Before we can talk together about fisheries organization successes and failures we need to share our understanding about how BARNUFO started and for what purpose, plus what events influenced BARNUFO or vice versa over time
- + Some information about BARNUFO's history was obtained from documents. Other information is in people's memory.
- + We present the information from documents and ask those participants who knew BARNUFO at the time to fill in gaps
- + Participants not familiar with the actual events can add their impressions of the information that they hear about BARNUFO



## BARNUFO timeline

Help fill in gaps, add your interpretation

## Factors for success and failure in fisherfolk organisations ... views?

### SUCCESS is favoured by

- + Good leaders who mainly look after the organisation
- + Strong financial planning to continuously raise funds
- + Making sure members have strong incentives for loyalty
- + There is succession planning to really prepare new leaders

### FAILURE is favoured by

- + Poor leaders who mainly look after their own interests
- + Depending mainly on funds from the membership fees
- + Assuming members will be loyal because they should be
- + No succession planning leads to no one prepared to lead

Vote for some factors on the flip charts; then we discuss them and more



## Voting on factors of success and failure

- Take 30 red dots and 30 green dots per person
- Put green (go) dots next to the success factors
- Put red (stop) dots next to the failure factors
- Use your dots to vote for the most important

## How can the international small-scale fisheries (SSF) guidelines be of benefit?

- + Why are the international Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries being developed by FAO?
- + What are the contents (in summary) of the SSF Guidelines?
- + How are fisherfolk organisations around the world (including the Caribbean) involved in developing the SSF Guidelines?
- + Once the SSF Guidelines are done how can implementing them practically benefit BARNUFO and Barbados fisheries?

We will show info on the first three so you can answer the last

## Voluntary Guidelines for Securing Sustainable Small-scale Fisheries

### PART 1: INTRODUCTION

1. Objectives
2. Nature and scope
3. Guiding principles
4. Relationship with other international instruments

## Voluntary Guidelines for Securing Sustainable Small-scale Fisheries

### PART 2: RESPONSIBLE FISHERIES AND SUSTAINABLE DEVELOPMENT

5. Governance of tenure and resource management
6. Social development, employment and decent work
7. Value chains, post-harvest and trade
8. Gender equality
9. Disaster risks and climate change

## Voluntary Guidelines for Securing Sustainable Small-scale Fisheries

### PART 3: ENSURING AN ENABLING ENVIRONMENT AND SUPPORTING IMPLEMENTATION

10. Policy coherence, institutional coordination and collaboration
11. Information, research and communication
12. Capacity development
13. Implementation support, monitoring and evaluation



What do you say about the benefits to expect? And capacity needed?

Explain these for BARNUFO in particular

## Any other business (fisheries policies and issues)

### Fisheries policies

- + Caribbean Community Common Fisheries Policy (CCCFP)
- + Castries (St. Lucia) Declaration on Illegal, Unreported and Unregulated (IUU) Fishing
- + Barbados Fisheries Management Plan

### Any other issues

- + Status of enabling fisheries legislation (food quality, safety at sea, fees, etc.)
- + Fishing agreements and the lack of regional fisheries management arrangements
- + Finance and credit for new fisheries small investments

These are just examples; what are your burning policy and other issues?

## Wrap-up and next steps

- + To what extent were workshop objectives met?
- + To what extent did you meet your expectations?
- + Would you attend a brief meeting for validation?
- + Are you interested in influencing fisheries policy?
- + What should BARNUFO do from Jan-Mar of 2014?
- + What will you do to help BARNUFO to succeed?



Happy Holidays